Ministry of Justice

Plan for 2015-16

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Government of Saskatchewan

Statement from the Ministers

The Honourable Gordon S. Wyant, Q.C.

Minister of Justice and Attorney General

The Honourable Christine Tell

Minister Responsible for Corrections and Policing

We are pleased to present the 2015-16 Plan for the Ministry of Justice. Government's Direction and Budget for 2015-16 is focused on *Keeping Saskatchewan Strong*, balancing building for the future with fiscal responsibility.

Our plan identifies how we will grow safe and secure communities for Saskatchewan citizens by providing effective crime prevention initiatives. By collaborating with community and justice partners, we will continue to develop strategies to prevent crime and victimization through early intervention, prevention and suppression. With an innovative lens, we will work to reduce the demand on the justice system while ensuring it is accessible to those who need it.

We will continue to support victims of crime and adults and children in vulnerable circumstances. Our plan also supports improving mental health, addictions and correctional services in the province.

We will provide a better quality of life for citizens by enhancing public safety initiatives and improving access to justice services. As part of this, we will find innovative ways to deliver more effective and efficient legal services, such as timely resolution to family and civil matters.

We are committed to delivering responsive and responsible government by providing programs and services that make a difference in the lives of Saskatchewan citizens. Working closely with community and government partners, we will achieve our objectives of justice, fairness, and accountability to the people of Saskatchewan.

The Ministry of Justice will report on progress made toward this plan, within the financial parameters provided, in the 2015-16 Annual Report.

Response to Government Direction

The Government of Saskatchewan is committed to *Keeping Saskatchewan Strong*. The province faces challenges due to volatile resource revenue; however, Saskatchewan's economy is diverse and resilient. There are strengths in many sectors from agriculture and manufacturing to resources such as potash and uranium.

With controlled spending and continued support for the conditions necessary for economic growth, the Government will meet the needs of our growing province. Investments in people and infrastructure continue to support Government's commitment to establishing Saskatchewan as the best place to live, to work, to start a business, to get an education, to raise a family and to build a life.

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

Sustaining growth and opportunities for Saskatchewan people	Meeting the challenges of growth	Securing a better quality of life for all Saskatchewan people	Delivering responsive and responsible government

Government's vision and four goals provide the framework for ministries, agencies and third parties to align their programs and services and meet the needs of Saskatchewan's citizens.

All ministries and agencies will report on progress in their 2015-16 annual reports.

Operational Plan

Mandate Statement

The Ministry of Justice provides a fair justice system that upholds the law and protects the rights of all individuals in Saskatchewan; promotes safe and secure communities; provides supervision and rehabilitation services for adult and young offenders; and provides legal and justice policy advice to government.

Mission Statement

All Saskatchewan citizens will benefit from:

- effective policing and crime prevention initiatives;
- a balanced and efficient prosecution service;
- support and assistance to victims of crime and other individuals in vulnerable circumstances;
- accessible and timely resolution of civil, family, criminal and administrative matters;
- offender management that promotes public safety and rehabilitation;
- strategies that reflect the cultural and demographic realities of the province;
- effective legal and strategic advice and services to government; and
- a framework for commercial transactions that supports business and protects the public.

Government Goals

Meeting the challenges of growth
Securing a better quality of life for all Saskatchewan people
Delivering responsive and responsible government

Ministry Goal

A framework for commercial transactions that supports business and protects the public.

Strategy

Foster and protect the Saskatchewan economy and its prosperity.

Key Actions

- Work with other ministries and stakeholders to expand the adoption and use of the Business Number issued by Canada Revenue Agency as the Common Business Identifier to identify businesses. This will provide more efficient and user-friendly services for businesses.
- Amend the regulations governing registration of businesses in Saskatchewan as required to implement the new electronic Corporate Registry system being developed by Information Services Corporation (ISC). This work will be done in partnership with ISC and stakeholders.
- Work with stakeholders to develop regulations under the new Insurance Act, which will modernize the regulation of the Saskatchewan insurance industry in accordance with the regulatory frameworks in place in other Canadian jurisdictions, primarily Alberta.

- Work with Ontario, British Columbia, New Brunswick, Prince Edward Island and other provinces and territories who join the Cooperative System, toward implementation of a Cooperative Capital Markets Regulatory System, to better protect investors, support and foster efficiency and manage systemic risk in national capital markets.
- Further actions to support this strategy are the responsibility of the Financial and Consumer Affairs Authority (FCAA), a regulator and quasi-judicial adjudicator that protects Saskatchewan consumers, public interests and businesses by providing effective, balanced, and timely market regulation. FCAA is a Treasury Board Crown corporation assigned to the Minister of Justice and led by a seven person Board of Directors. Further information on their activities and performance measures can be found in its 2013-14 Annual Report at http://www.fcaa.gov.sk.ca/adx/aspx/adxGetMedia.aspx?DocID=267,256,81,1,Documents&MediaID=54286149-2929-46d6-bcfa-8580a3d83b0a&Filename=2013-2014+FCAA+Annual+Report.pdf.

Government Goals

Sustaining growth and opportunities for Saskatchewan people	Meeting the challenges of growth	Securing a better quality of life for all Saskatchewan people	Delivering responsive and responsible government

Ministry Goal

Safe and secure communities.

Strategy

Promote effective policing and crime prevention initiatives.

Key Actions

- Expand the network of groups known as Hubs which are comprised of front-line workers from human service agencies who provide immediate intervention and short-term solutions to individuals at risk of contact with the criminal justice system.
- Expand the network of Centres of Responsibility (CORs) which are dedicated teams of human service professionals that will develop longer term solutions to crime reduction and victimization.
- Lead the province's response to individuals at risk of extreme violence or radicalization with partners from the Royal Canadian Mounted Police, municipal policing services, mental health professionals and ethnic / religious communities.
- Develop and support initiatives to combat organized crime and gangs in the province through the Intelligence and Investigations branch and specialized police units. This work will ensure proper communication between police and corrections officials in identifying and addressing high risk populations and high risk communities.
- Facilitate a National Privacy Conference to share knowledge and experiences on information sharing practices being used in multi-agency community safety and crime reduction initiatives.
- Address violence in the communities of Sandy Bay, Deschambault Lake and Pelican Narrows through the Northern Integration Initiative. This partnership between the Ministry, the communities and the National Crime Prevention Centre – Public Safety Canada will address serious violent crime in Northern Saskatchewan by establishing programs and services for youth and young adults.
- Develop and implement a high priority / low risk provincial community programs to assist and support local law enforcement in keeping our communities safe.

- Work with policing partners and Saskatchewan Government Insurance to establish two dedicated Traffic Safety Enforcement units within the province to reduce traffic injuries and fatalities.
- Lead the New Models of Community Safety Pillar under the Economics of Policing and Community Safety agenda led by Public Safety Canada in order to reduce the demand for justice system and related human service resources.

Strategy

Provide a balanced and efficient prosecution service.

Key Actions

- Focus resources on serious violent offenders and offences.
- Review processes and realign resources to ensure the needs of the communities are being met through the most efficient and effective means.
- Examine the potential of reducing the use of preliminary inquiries in cooperation with the Federal Government. This will reduce the cost of the court system, prosecutions, legal aid and private defence.

Strategy

Manage offenders in a way to promote public safety and rehabilitation.

Key Actions

- Expand programming to decrease offending in high risk families and for high risk violent offenders that will work toward reducing recidivism rates among these groups.
- Revitalize the delivery of reduced custody programs (including community training residences and community corrections) to improve supervision and support for offenders.
- Develop employment, education and literacy programs for offenders in custody to provide them with the skills necessary for integration into the community.
- Update and expand training programs for Ministry staff who work with offenders so that they are better equipped to provide appropriate supervision and effective case management.
- Develop programs based on the findings of the Canadian Centre for Justice Statistics (Statistics Canada) research that identifies the small number of offenders that are responsible for a disporportinately large amount of business for police, courts and corrections.
- Strengthen the partnership with Statistics Canada and the University of Saskatchewan to continue predictive analysis in order to identify those most likely to reoffend.

Strategy

Provide a therapeutic approach for those with Mental Health issues and Addictions.

Key Actions

- Evaluate the Police and Crisis Team which allows police and mental health professionals to co-respond to persons experiencing mental health crises, diverting the individuals from the criminal system into the health system for care.
- Provide expanded support for the operation of Kate's Place, offering education and supervised, stable, harm free and supportive housing to women in the Regina Drug Treatment Court who would otherwise be serving custodial sentences or forced back into a high risk lifestyle.

- Work more closely with Mental Health Crisis Management when mental health issues are behind eviction proceedings.
- Provide additional resources to work with high risk violent youth with mental health disorders to decrease their potential for re-offending.
- Provide additional psychological assessment services to offenders with serious mental health issues, while helping develop and train forensic psychologists in Saskatchewan. This action will help address the increasing number of offenders with mental health issues entering the system who require specialized treatment.
- Review the current state of mental health and addictions services within Saskatchewan's provincial correctional system and develop a response to Government's Mental Health and Addictions Action Plan. This action will further the ability to assess and treat offenders with mental health and addictions issues while in custody and to help create a pool of resources for offenders in the community.
- Develop a Northern Alcohol Strategy to address issues of alcohol and substance abuse by youth in northern communities.
- Work in partnership with the health region, Ministry of Health, Ministry of Central Services and SaskBuilds to continue development of the Saskatchewan Hospital North Battleford - Integrated Correction Facility.

Performance Measures

Effective Policing
By March 31, 2016, deliver Community Safety Officer recruit training to two cohorts through Saskatchewan Polytechnic.

Community Engagement in Crime Prevention
By March 31, 2016, increase the number of Hub groups in Saskatchewan by three.

Government Goals

Sustaining growth and opportunities for Saskatchewan people	Meeting the challenges of growth	Securing a better quality of life for all Saskatchewan people	Delivering responsive and responsible government

Ministry Goal

People in vulnerable circumstances are supported and protected.

Strategy

Provide support and assistance to victims of crime and other individuals in vulnerable circumstances.

Key Actions

- Continue the successful pilot of the Child Protection Mediation Program to reduce conflict in child protection matters; increase collaborative decision making; and reduce the time required to develop appropriate plans for children in need of protection.
- Complete the development of the Counsel for Children Office, a program to provide legal services for children involved in child protection proceedings.
- Increase involvement of Mental Health Crisis Management earlier in the process of eviction of tenants with mental health problems.
- Improve support to child witnesses / victims, particularly in cases of sexual offenses.

- Work with police and other justice partners to strengthen delivery of victim's services programs and related supports.
- Participate in developing and implementing government approaches to address issues such as mental health, addictions and disability.

Performance Measures

Custody and Access Assessments
By March 31, 2016, increase the number of completed custody and access assessments that do not proceed to trial by 3%.

Counsel for Children
By March 31, 2016, the newly developed Counsel for Children Office will make 150 appointments to represent children in child protection matters.

Collection of Support Payments for Children and Families
By March 31, 2016, increase the dollars collected by maintenance enforcement for custodial parents and children by $500,000.

Government Goals

Sustaining growth and opportunities for Saskatchewan people	Meeting the challenges of growth	Securing a better quality of life for all Saskatchewan people	Delivering responsive and responsible government

Ministry Goal

Improved access to justice.

Strategy

Provide accessible and timely resolution of civil, family, criminal and administrative matters.

Key Actions

- Undertake the Time to Resolution Pilot in Meadow Lake, a project to increase the use of a variety of early assessment and resolution processes to reduce the time required to resolve disputes.
- Expand the High Conflict Court Ordered Family mediation program to provide mediation for families in lengthy adversarial disputes and provide assistance with fundamental issues such as parenting and time with children.
- Establish the Family Matters: Assisting Families through separation and divorce program to move family conflict from the traditional court system to one that encourages effective future relationships between separated parties and minimizes the negative emotional and financial impact on their families.
- Implement The Fee Waiver Act to enhance access to justice for low income litigants.
- Begin work with the Law Society of Saskatchewan to develop innovative ways to provide quality legal services at a lower cost.
- Review the Small Claims Court processes and legislation and explore different courses for resolution. This will allow citizens to pursue claims with greater ease of access, lower costs and quicker outcomes.
- Increase diversion from traditional court systems by providing individuals who take responsibility for their actions an opportunity to address the harm they caused by making reparations to their victim and their community.

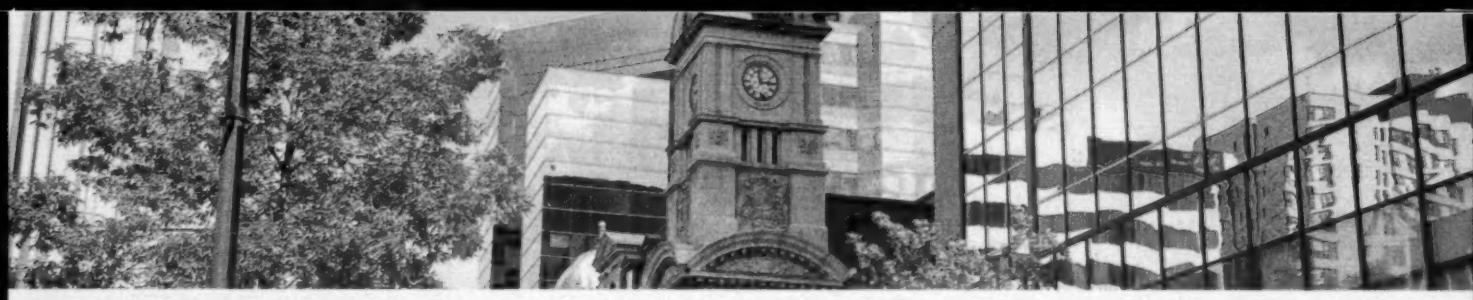
- Explore with Ministry partners the need to develop a justice clinic in Regina. This clinic will work with a number of community partners to provide justice services to low income and marginalized citizens.
- Assess an administrative tribunal support model to provide better support for tribunals and service for their users.
- Strengthen the Problem Solving Court model to address addiction, mental health and domestic violence matters as an adjunct to the traditional court system and reduce re-offending.
- Undertake a review of services currently available to assist citizens who wish to access courts and administrative tribunals; identify gaps and improve services to allow citizens to better represent themselves.
- Expand the number of locations in the court system that have access to video-conferencing.
- Provide conflict resolution training to staff at the Office of Residential Tenancies so they can encourage and guide parties toward early and direct dispute resolution.
- Expand programs and resources at the Office of Residential Tenancies to educate landlords and tenants about common residential tenancy issues, both directly and with community partners.
- Develop and deliver training at the Office of Residential Tenancies about preparing for a hearing. Specifically, provide training about the documentation required for a successful hearing without the need for adjournment to correct mistakes.
- Expand Practice Directives at the Office of Residential Tenancies to promote disclosure of documents and reduce requests for adjournments to review undisclosed documents.
- Revise hearing documentation at the Office of Residential Tenancies to facilitate and encourage parties to acknowledge undisputed facts and issues.

Performance Measures

Increased Access to Justice
By March 31, 2016, increase the access to video-conferencing in the court system by 5 end points.

Family Matters
By March 31, 2016, receive 200 contacts in the Family Matters pilot program.
By March 31, 2016, make 200 referrals in the Family Matters pilot program.
By March 31, 2016, hold 50 3-hour sessions in the Family Matters pilot program.

Residential Tenancies
By March 31, 2016, schedule a hearing date for 80% of urgent applications within seven business days of receiving the application and have 100% scheduled within 12 business days.
By March 31, 2016, schedule a hearing date within 2 months of receiving all other applications 80% of time and 100% within 3 months.
By March 31, 2016, schedule 10% of the hearings to be conducted by telephone.
By March 31, 2016, improve public service on the inquiry lines by increasing the number of calls answered within one minute by 10%.



Government Goals

Sustaining growth and opportunities for Saskatchewan people	Meeting the challenges of growth	Securing a better quality of life for all Saskatchewan people	Delivering responsive and responsible government

Ministry Goal

Responsive and responsible government.

Strategy

Ensure appropriate tools and infrastructure to deliver programs and services.

Key Actions

- Continue development of the Integrated Justice Information System to combine core systems from Courts and Corrections.
- Establish and implement a model of best practices for management through business process analysis for the effective delivery of administrative services within correctional facilities.
- Complete the new living unit at the Prince Albert Correction Centre in time for Fall 2015 operations.
- Complete renovations to the Saskatoon Provincial Court.
- Complete renovations to the Saskatoon Queen's Bench Court House.
- Complete the restoration of the Moose Jaw Queen's Bench Court House.
- Initiate the design and planning for a new Court House in Pelican Narrows.
- Implement a case management software system in the Office of Residential Tenancies to capture operational and workload statistics for the purpose of measuring performance. At the same time, explore a web portal for clients to upload applications and documentation which will expedite the processing of applications.
- Continue to review and realign resources to meet the needs of the Ministry's mandate.

Highlights

The Ministry has received funding and resources in 2015-16 to undertake a number of new initiatives:

- To establish and support the Traffic Safety Enforcement initiative;
- To fund Kate's Place, a residence for women in the Regina Drug Treatment Court that provides stable, harm-free, supportive housing for women who would otherwise be placed in custody;
- To work with high risk violent youth with mental health disorders;
- To expand psychological services to offenders with serious mental health issues;
- To address serious violent crime in Northern Saskatchewan;
- To pilot the Family Matters: Assisting Families through separation and divorce program;
- To complete construction of a 72 cell, 144 bed living unit at the Prince Albert Provincial Correctional Centre with operations beginning in 2015;
- To complete renovations at the Saskatoon Queen's Bench Court House and Saskatoon Provincial Court;
- To commence planning for a new Court House in Pelican Narrows;
- To continue development of and provide operational support for the Integrated Justice information technology systems; and
- To purchase the Women's Community Training Residence in Saskatoon.

The Ministry will undertake service and program reviews of select areas in 2015-16:

- The Building Partnerships to Reduce Crime – Enterprise Approach, which mobilizes communities around a broad partnership approach to crisis intervention.
- Mental Health Services for Youth – Enterprise Approach, which offers services such as screening, assessment and treatment to youth involved within the criminal justice system in partnership with other human service ministries (encompassing an enterprise approach to service delivery).
- The Meadow Lake Time to Resolution pilot, which will include a review of prosecution processes;
- The Private Investigator/Security Guard program, responsible for licensing, compliance and public complaints investigation for the private security and investigation industries;
- Court Operations Program, which delivers court administration services, provides civil enforcement through deputy sheriffs in Queen's Bench, provides transcript services, and acts as agent for the Attorney General in matters relating to adult court-appointed counsel;
- Fine Collection Program, which enters tickets, monitors and processes payment of fines, and collects if fine payments are not made;
- Judicial Support Program, which provides administrative services to the judiciary; and
- Victim Services Program, which provides services for victims of crime through a range of direct programs and services, primarily with funding to community-based organizations from the Victims' Fund.

The Ministry supports a culture of continuous improvement. To increase efficiencies and maintain client-focused service delivery, the Ministry will:

- Address recommendations on court operations made by the Provincial Auditor;
- Reduce the time from application to appeal at the Automobile Injury Appeal Commission;
- Assess prosecutorial processes in Meadow Lake to decrease time to resolution; and
- Communicate and mitigate risks in the life cycle of an offender that lead to offending, and what prevention and suppression activities should be deployed.

Financial Summary

2015-16 Estimates	(in thousands of dollars)
Central Management and Services (JU01)	53,833
Courts and Civil Justice (JU03)	60,615
Innovation, Legal and Policy Services (JU04)	35,413
Community Justice (JU05)	20,449
Custody, Supervision and Rehabilitation Services (JU06)	163,465
Boards and Commissions (JU08)	28,914
Policing (JU09)	201,620
Major Capital Projects (JU11)	24,878
Saskatchewan Police Commission (JU12)	1,474
Community Safety Outcomes (JU13)	17,008
Total Appropriation	**607,669**
Capital Asset Acquisition	(24,878)
Non-Appropriated Expense Adjustment	1,304
TOTAL EXPENSE	**584,095**

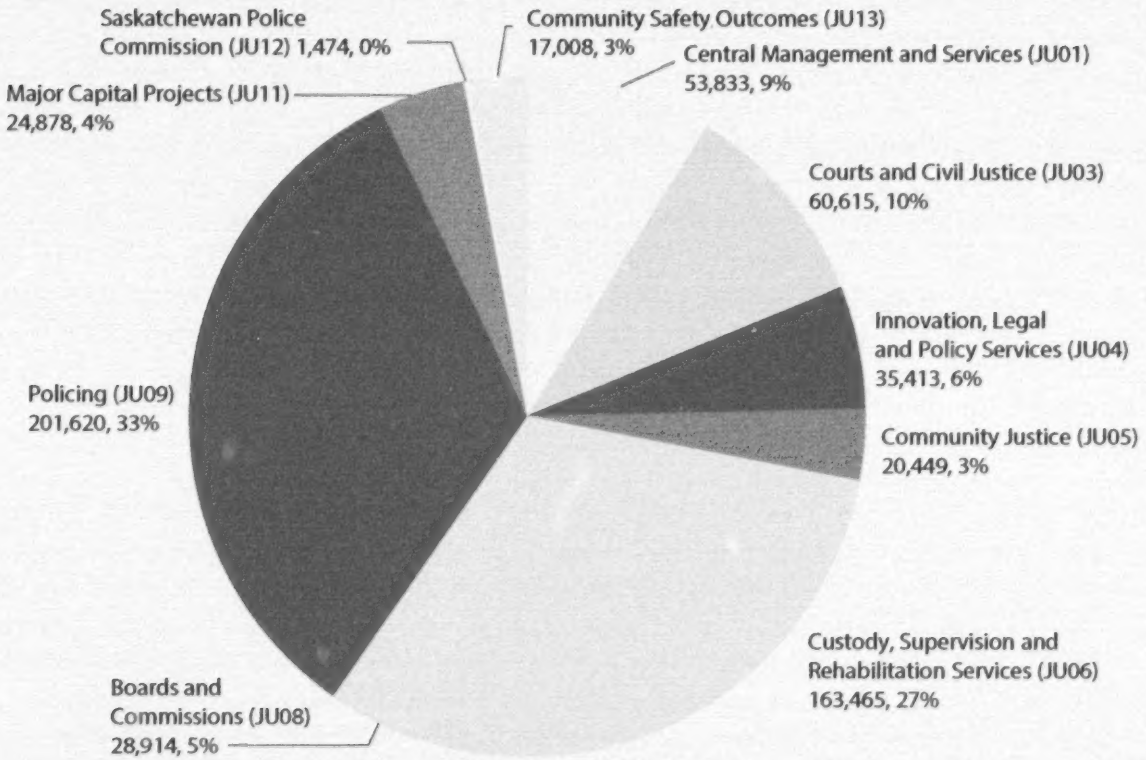
Ministry FTE	**2,844.3**
Revolving Fund FTE	**33.5**

For more information, see the Budget Estimates at: http://www.saskatchewan.ca/budget

Government of Saskatchewan

Financial Summary

Ministry of Justice 2015-16 Appropriation ($'000s)


Saskatchewan Police Commission (JU12) 1,474, 0%
Community Safety Outcomes (JU13) 17,008, 3%
Central Management and Services (JU01) 53,833, 9%
Major Capital Projects (JU11) 24,878, 4%
Courts and Civil Justice (JU03) 60,615, 10%
Innovation, Legal and Policy Services (JU04) 35,413, 6%
Policing (JU09) 201,620, 33%
Community Justice (JU05) 20,449, 3%
Custody, Supervision and Rehabilitation Services (JU06) 163,465, 27%
Boards and Commissions (JU08) 28,914, 5%

For More Information

Please visit the Ministry's website at http://www.saskatchewan.ca/government/government-structure/ministries/justice